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ACADEMIC LIBRARIES WITHOUT PRINT

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INTRODUCTION

A panel of librarians presented glimpses of the changes occurring in their library operations as they transition to services centered in e-resources. The four university library environments were Western Oregon University, University of California Merced, Brigham Young University, and Cleveland State University. The panel explored, through the evidence of their changing library operations, a range of topics including trends in e-book 'acquisition' and usage; developments in open access publishing; changes in the impact of consortia; and the role of librarians in instruction and evolving peer review and publication processes. The moderator initiated the discussion with a review of a few of the year's relevant technology changes. Overall the cadence of change continues and is becoming the familiar norm.

This year has seen information technology infrastructure nudged forward with the familiar display of vendor promises of the always impending panacea. The on-the-ground progress is a little less stellar. Publishers and vendors of e-books and their software platforms are inching toward more flexible arrangements for pricing and access. The FCC opened the gate to white space and new prospects for entertaining the hope of quenching bandwidth thirst. The Google propelled quest for e-book nirvana has been slowed to a steady march of ever growing ranks of foot soldiers stepping to a variety of drum beats. E-book readers, net books, smart phones, and tablet PCs are chasing the iPad down a back alley that eager enthusiasts hope will eventually turn into an interconnected superhighway of user-centered delight. Amid the cacophony of corporate information players tuning their instruments, academic librarians are attempting to melodiously arrange their parts for presentation to their academic audiences. Following are reports from the four institutions on their efforts.

Western Oregon University Report by Allen McKiel

Since securing evidence of faculty preference for e-journals over print (86% in favor or neutral), through a 2009 survey, we have been aggressively cancelling print journals. We are down to a handful. The funds freed up from print are purchasing access to more e-books and e-journals mostly in bundles or through

pay-per-view. The Orbis Cascade Alliance has developed a patron driven cooperative e-book purchasing model through YBP and EBL that the 36 member libraries will use to cooperatively purchase for the consortium. The alliance is also entertaining a cooperative duplication limit of three print books with the intention to free up funds for expanded collection depth in print and electronic books.

Moving to the organizational and access functions of the library, the complex arena of civilizing the increasingly complex array of library offerings in attempts at providing simplified discovery for faculty and students continued. We are interested in but not ready to commit to a system like Summon to corral our holdings into something more effective for our diverse user population. The Orbis Cascade Alliance is similarly taking the wait and see walk. The Alliance continues its attempts to improve access to our shared book collections. Somewhere off in the future is the sometimes-you-see-it/sometimes-you-don't possibility of a fully shared and integrated ILS system for all of our holdings.

Instruction is the on-the-ground access improvement effort of WOU librarians. We initiated an LSTA grant funded cooperative to produce shared online information literacy tutorials and assessments. The project is called CLIP—Cooperative Library Instruction Project. The effort has coalesced around a state attempt to develop standard information literacy objectives and assessments for the state's community college two-year transfer degree. If the curriculum becomes standard for the community colleges, it will inform our IL efforts in the universities. Over the past six months, CLIP has produced 11 online open access instruction modules with accompanying multiple choice assessments. Usage is growing rapidly. Last month the modules were accessed over seven thousand times. We use the modules as part of WOU's IL program by inserting relevant modules in our course-associated Libguides along with links to relevant resources and other instruction in a variety of formats.

In the arena of archives and preservation, WOU librarians are cooperating with Willamette University and Portland State University in an LSTA funded effort to locate and find homes for the personal gubernatorial papers associated with former Oregon governors since World War II. We currently each have the papers of one governor. WOU has Straub; Willamette University has Hatfield; and Portland State University has Roberts.

Our first steps this year into the online publication role of the library have been taken with Berkley Electronic Press. Projects have come to our door. We did not need to look for them. We have ten projects waiting to take shape as soon as we get it out of the box and plug it in. We are still checking out the options and learning how to steer it. We have outsourced cataloging and processing to shift staff to Bepress. We will, nevertheless, need to employ creative personnel-finding strategies in the implementation of projects—i.e. cooperate on projects with shared departmental student workers and assistantships.

University of California Merced Report by Jim Dooley

While the University of California, Merced student body continues to grow rapidly (now 4,400, an increase of 28% over last year), the library continues on the path it has followed since it's founding in 2005. There are no print serials; patrons have access to over 60,000 subscription and free online journals. The collection is approximately 90% electronic and electronic resources comprise over 75% of the total information resources budget. The budget has not been directly cut due to the significantly reduced budgets of the University of California overall, but it has been indirectly cut in that it has not increased in five years. If this situation continues, the most likely response will be a continued reduction in the purchase of print books. On the local level the library continues to employ patron-selection e-book plans with EBL and Coutts/MyiLibrary and subscribes to Academic Complete from ebrary. On a systemwide level, the library licenses e-book packages from a variety of publishers, including Springer, IEEE-Wiley, Safari and SPIE. As a result, the library currently provides access to over 615,000 e-monographs. E-book usage continues to grow steadily. One example: in 2009 chapter downloads just from Springer e-books equaled 80% of the total print book circulation for the year. In conjunction with HP, the UC Libraries are planning to make the 400,000+ digitized UC public domain titles in HathiTrust available through a print-on-demand service. The expectation is that this service will be operational by the end of 2010.

Since 2005 the library has been loaning laptops to students. Budget shortfalls have prevented the library from replacing laptops as they wear out, with the result that the program is expected to cease by the end of spring semester 2011 when the last of the original laptops fails. According to campus surveys, 98% of students have personal computers, so it doesn't appear that many students will be disadvantaged by the end of this program. At the same time, the library is actively working to make information resources available through mobile devices. The library still does not have selectors or a reference desk and allows food and drink throughout the building.

Most of the important developments during the past year have occurred at the consortial or systemwide level, rather than locally at UC Merced. In July 2009 the UC Libraries Collection Development Committee developed a document titled *The University of California Library Collection: Content for the 21st Century and Beyond* that was endorsed by the University Librarians (http://libraries.universityofcalifornia.edu/cdc/uc_collection_concept_paper_endored_ULs_2009.08.13.pdf). According to this document, the UC Library collection is to be managed as one collection, rather than as ten separate collections. Specific activities in support of this vision are now being developed. Along with developments in collection management, the Next Generation Technical Services initiative seeks to "redesign technical services workflows across the full range of library formats in order to take advantage of new systemwide

capabilities and tools, minimize redundant activities, improve efficiency and foster innovation in collection development and management to the benefit of UC library users” (<http://libraries.universityofcalifornia.edu/about/uls/ngts/index.html>). Begun in early 2009, specific recommendations are now under review by the University Librarians with the expectation that implementation teams will be charged early in 2011. During the course of this work, it has become clear to most people that technical services cannot be reorganized without at the same time addressing collection development. There is now a joint Slavic bibliographer serving UC Berkeley and UC Santa Barbara. Efforts will likely be made to expand this concept to other libraries and subjects. Recently Columbia and Cornell libraries reported that they are sharing a Slavic bibliographer as part of their 2CUL initiative.

The Springer e-book pilot is nearing the end of its second year. An assessment committee is scheduled to report in November. Assuming that this report is positive, and depending on the outcome of negotiations with Springer, this program could continue in future years. The Collection Development Committee is beginning work to develop a systemwide e-book strategy. Depending on the outcome of this work, additional e-book packages, possibly including a patron selection component, may be licensed systemwide.

The Springer open access journal publishing agreement is also nearing the end of its second year. Under this agreement IC-authored articles accepted for publication in most of Springer’s 2000+ journals will be published using Springer OpenChoice. No additional author fees will be charged; the authors retain the right to distribute and re-use their articles freely; and all articles are fully accessible through the UC eScholarship publishing platform. An assessment of this agreement is currently underway.

Since early 2008 UC Berkeley has sponsored the Berkeley Research Impact Initiative that subsidizes, in various degrees, fees charged to authors who select open access or paid access publication. Under this program, authors can be reimbursed for up to \$3,000 in open access fees and \$1,500 in paid access fees per article not supported by grants or contracts. So far, such a program is not in place at any other UC campus.

The ongoing development of HathiTrust will have significant impacts on collection management in the UC Libraries. According to the September update, there are now slightly over 6.75 million volumes in HathiTrust with over 1.4 million of these being in the public domain and thus available online with full text to users at partner institutions. Work is ongoing to load bibliographic records into WorldCat and develop additional services including a catalog based on OCLC WorldCat Local. At some point in the near future, it is reasonable to believe that the development of HathiTrust will allow significant print deduplication within the UC Libraries with corresponding saving and repurposing of space.

Libraries are also attempting to repurpose space by addressing deduplication of legacy print journal collections. One such initiative is the Western Regional Storage Trust (WEST). The Andrew W. Mellon Foundation has funded the development of an operating and business model for a distributed, retrospective print journal repository involving many research libraries and library consortia in the western United States including the University of California. Thirteen university libraries and four consortia have participated in the planning phase. A proposal to fund initial implementation of WEST is currently under review by the Mellon Foundation; if approved, the project could begin in January 2011.

Brigham Young University Report by Robert Murdock

It is no surprise or revelation to any librarian or active user of libraries or information seeker, the landscape and directions of libraries has dramatically changed and will continue to evolve at an ever increasing rate. Fundamental to these changes is digital communications in all of its manifestations and the associated affordable and easy to use technologies.

Brigham Young University, like many academic research libraries, has been engaged in the process of evolving its collections, technical support, and preservation complexion for a number of years. Collections have steadily shifted from publications in print to electronic format beginning first with *Serials*, then *Reference Resources* and *Large Digital Library Collections*, *Internal Digitizing Projects*, and now an increasing number of *Monographs* are being acquired in place of print. The motivator to these changing patterns is directly linked to: 1) an information/technology-oriented society and culture, 2) discovery and ubiquitous access opportunities associated with digital information and the internet, 3) powerful database harvesting and web searching tools, 4) enhanced publisher flexibility with regard to Digital Rights Management, and 5) compatibilities associated with Personal Digital Assistant devices. Among all of the changes and uncertainties taking place in academic libraries, the one sure change that can be relied upon is that libraries of the future will have an ever shrinking demand and need for *print resource*. With this in mind, **successful academic libraries of the future** will skillfully address and capitalize on the following issues, challenges, and opportunities:

- **Understanding and Accommodating the Digital Culture and its Impact on Libraries without Print:**
 - Serve and view patrons as valued clients
 - Patrons want immediate access to information
 - In most cases, patrons prefer accessing and using electronic resources rather than print

- Recognize the library is not the only or even primary information outlet for students and faculty—there is competition for the patron’s attention
- The use of technologies is woven into the everyday life with most patrons
- The library is not the first entry point for patrons seeking to discover information
- Mobility is essential
- Patrons are self reliant
- **Google as a Competitor: Friend or Foe:**
 - Must move past viewing Google and other discovery utilities as an adversary—implement opportunities to learn and benefit from these entities
 - Take every opportunity to make the library’s resources discoverable in Google
 - Enhance metadata and other finding aids
 - Define and promote the library’s “niche and identity”---What can the library do better than Google?
 - Enhance the *branding* of library owned resources found on the internet
- **Rethink Collection Development and Materials Acquisitions Practices:**
 - Will/should a 21st century academic libraries continue to build collections on print based and ownership models in a digital publishing environment
 - Collection Development Policies should shift to be structured to benefit from integrating, accessing, and sharing digital resources at the network level
 - Institutional Repositories and Open Access resources based on digital content and access will have a profound and beneficial impact on collection develop and acquisitions practices and offer greater patron access to information
 - Digital resource licensing, negotiation skills and electronic resource management will be increasingly important and an essential part of the collection development and acquisition strategies and workflow
 - In the future academic libraries must factor into collection management parameters the impact of Google Books and other similar digital library initiatives

- **Role of the Librarian as a bibliographer/Subject Selector Will Change:**
 - The diminishing growth and reliance on print publishing and patron access to digital resources at the network level will significantly impact traditional collection building models and practices, reducing the need or requirement to build large/in-depth collections at the institutional level.
 - Outsourcing for shelf-ready books is altering and in some cases eliminating Book Approval Plans, erasing the practice of librarians reviewing monographs in order to return in appropriate materials
 - eBooks and other media needs to be integrated into information profiles along with print resources to better aid librarian in selection decisions
 - Digital publishing will offer greater opportunities for libraries to implement *Patron Driven Acquisitions Programs*. As patron initiated purchasing grows, its place in the collection development and acquisition process must be calculated and balanced with the role of the subject librarian and budget allocations
- **Pricing---Are Digitally Published Resources Cheaper:**
 - Understand and navigate the various and changing pricing models for the best return on investment is essential: Flat rate, Carnegie Ranking, Consortia Rate, Simultaneous User, E-only, E-plus-Print, The Big Deal, Cost per Use
 - Do digital resources offer greater opportunities to purchase materials *Just In time* rather than continue acquisition models based on *Just in Case* I Getting what we paid for---desirable vs. less desirable, new titles & transferred titles
 - Are there pricing opportunities associate with print on demand technologies
 - Can we continue to afford what we get---future of the Big Deal?
 - Continuations vs. one-time purchases
 - What is the future of ILL and document delivery services---More important/Less important
 - How will the evolution personal reading devices impact acquisition decisions
- **Metadata and Finding Aids for Digital Resources:**
 - Discovery and Access to resources remains key to a successful library regardless of publishing format
 - Exploit new tools---link resolvers, social metadata & reviews, system add-on features

- Negotiate digital rights management (DRM) opportunities
- **Economics:**
 - For at least the near future, economic challenges will require libraries to more carefully weigh collection, personnel, technology, and service priorities than ever before
 - Greater cost/benefit accountabilities will be required by stakeholders
 - Improved metrics to document return-on-investment
 - Libraries without print will have greater opportunities to redirect dollars planned for building expansions, stack investments and book binding/repair to cooperative archiving, new services, digital preservation, institutional repositories
 - Force more intense strategic planning at all levels within the library and at the network level

While it appears doubtful academic libraries in the future will exist completely without maintaining and adding print resources to collections and offer services to accommodate print materials, it is clear digital materials will dominate the attention, interest, and demand of libraries and the communities they service. As we plan for the future, librarians need to develop and build strategies directed at an information environment based on digital publishing; communities of patrons who are mobile, prefer digital communication, and expect instant access to desired information; global access opportunities; and greater cost/benefit accountabilities.

Cleveland State University Report by Carol Zsulya

Cleveland State University (CSU) also continues to grow with a substantial increase in the number of students, new buildings being completed, and the ever-growing requests for e-resources. Many of our journal, database and monograph acquisitions are influenced by our membership in OhioLINK. The other major factor to include in any Ohio academic library is the impact of both the national recession and the state's tough economic situation. All budgets have been adversely affected, including the OhioLINK budget. And yet, Ohio academic libraries continue to maintain a vibrant core of scholarly research materials with careful spending at the individual university level and at the OhioLINK level.

The highlights of the issues impacting Ohio academic libraries include the following:

Requests for e-books continue to increase for all disciplines, including the humanities

Consideration of leasing e-books rather than perpetual access

Purchase of e-books as publishers are providing e-content as well as print content

Continuation of problems with the differences among vendors and publishers in accessing, reading, searching and downloading e-books

Use of e-readers increasing with interest from students

Access to all e-resources via a discovery layer, LibGuides or similar products,

Evaluation of space within academic libraries and within state depositories

Ownership of e-titles and print titles within the state and the role of the state depositories.